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# A STUDY ON DARK TRIAD AND PSYCHOLOGICAL WELL BEING AMONG MALE AND FEMALE MNC EMPLOYEES

## SHRAVANI BONGU



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**SHRAVANI BONGU**

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# Message from the Desk of Editor

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It gives me immense pleasure to welcome all to explore/publish/ comment in/on our journal, The International Journal of Indian Psychology (IJIP). There are a lot of challenges which the growing psychological face in the realms of basic necessities in life. Psychological thoughts can play a very distinct role in bringing about this change. One of the key objectives of research should be its usability and application. This journal attempts to document and spark a debate on the research focused on psychological research and ideas in context of emerging geographies. The sectors could range from psychological education and improvement, mental health, environmental issues and solution, health care and medicine and psychological related areas. The key focus would however be the emerging sectors and research which discusses application and usability in social or health context.

We intended to publish case reports, review articles, with main focus on original research articles. Over objective is to reach all the psychological practitioners, who have knowledge and interest but have no time to record the interesting cases, research activities and new innovative procedures which helps us in updating our knowledge and improving our treatment.

Finally, I would like to thank RED'SHINE International Publications, for this keepsake, and my editorial team, technical team, designing team, promoting team, indexing team, authors and well wishers, who are promoting this journal. With these words, I conclude and promise that the standards policies will be maintained. We hope that the research featured here sets up many new milestones. I look forward to make this endeavour very meaningful.

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**ABSTRACT:**

The present study compared Male and Female employee's level of Dark Triad and Psychological Well Being. Short Dark Triad Questionnaire and Psychological Well Being Scale were administered to 80 employees of which 40 were male and 40 female employees. The purpose of the study was to explore the relationship between Dark Triad and Psychological Well Being of MNC Employees. The study also investigated whether there is a relationship between the sub-dimensions of both Dark Triad and Psychological Well Being. Data was analyzed using Mean, SD, t-ratio and correlation technique. The result indicates that there is significant difference between Narcissism and Psychopathy among male and females. However, there is no significant difference between the overall Psychological Well Being among the sample.

## **CHAPTER 1: INTRODUCTION**

### **PERSONALITY**

According to Gordon Allport, Personality can be defined as “the dynamic organization within the individual of those psychophysical systems that determine his characteristics behavior and thought” (Allport, 1961, p. 28).

Personality Psychologists state that no two people are alike and no two people would react to the same situation in the same exact way. In fact, the same person would react differently to the same situation at different times. If one were to describe himself, he would probably list out characteristics such as calm, balanced, and amiable whereas another person would describe himself as cheerful, charismatic, adventurous and energetic. These characteristics are known as traits. Traits can be defined as “the fundamental units of one’s personality”.

Personality Psychologists can be broadly classified as to belonging to 2 views:

- Idiographic view
- Nomothetic view

The idiographic view is an individualistic view which says that there are certain traits which belong only to that particular individual. Hence, comparisons between two people would be difficult as they might be having their own set of unique traits. As a result, it uses the case study method as a means of data collection.

The nomothetic view is also known as the universal view. Unlike the idiographic view, it states that there are traits which are inherent in everyone albeit in different degrees. People can be compared along a continuum based on a particular trait. It uses self-reports, personality questionnaires, etc. as a means of data collection.

### **Nature vs Nurture:**

Perhaps the oldest debate in Psychology, is whether the influence of nature (genetics) on the individual has a higher hold than the influence of nurture (environment) or vice versa. There have been many outlooks on which view holds a more dominant place in determining an individual’s personality.

These outlooks can be broadly divided into Trait Theories and State Theories. Trait Theories of personality indicate that Personality is a result of one’s genetics and biology; whereas State Theories indicate that environmental influences are accountable. Furthermore, the Psychodynamic Theory of Personality accepts both the view, and says that personality is a result of the interaction between nature (innate instincts) and nurture (parental influence).

### **Trait Approach to Personality:**

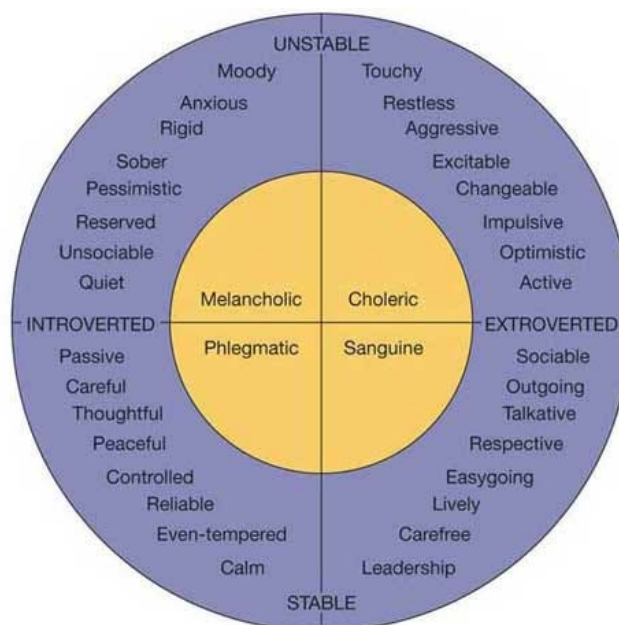
Trait Theorists believe that Personality is strongly determined by one’s genetics. This approach assumes behavior is determined by relatively stable traits or behaviors which remain constant across times, regardless of the situation they are in. For example, if a person

is genetically predisposed to having a very calm personality; he remains balanced regardless of whether he is in a crisis situation or a normal one. Trait theorists disregard the influence of situational factors.

The following discuss the different Trait Theories:

### 1. Eysenck's Personality Theory:

Hans Eysenck was one of the pioneers in the study of trait theories. He used the factor analyses method based on the personality questionnaire he prepared, "Eysenck's Personality Questionnaire". He identified 3 different dimensions of personality – extraversion, neuroticism, and psychoticism.



### 2. Cattell's 16 PF Trait Theory:

Cattell (1965) disagreed with Eysenck's view that personality can be understood by looking at only two or three dimensions of behavior. Instead, based on 3 forms of data (L- Data, Q- Data, and T-Data), Cattell was able to classify personality into a continuum of 16 factors.

The different forms of data are explained as follows:

- L-data - this is life record data such as school grades, absence from work etc.
- Q-data - this was a questionnaire designed to rate an individual's personality.

Factor	Low Score	High Score
Warmth	cold, selfish	supportive, comforting
Intellect	Instinctive, unstable	cerebral, analytical
Emotional Stability	Irritable, moody	level headed, calm
Aggressiveness	Modest, docile	controlling, tough
Liveliness	somber, restrained	wild, fun loving
Dutifulness	untraditional, rebellious	conformity, traditional
Social Assertiveness	shy, withdrawn	uninhibited, bold
Sensitivity	coarse, tough	touchy, soft
Paranoia	trusting, easy going	wary, suspicious
Abstractness	practical, regular	strange, imaginative
Introversion	open, friendly	private, quiet
Anxiety	confident, self-assured	fearful, self-doubting
Open-mindedness	close-minded, set-in-ways	curious, self-exploratory
Independence	outgoing, social	loner, crave solitude
Perfectionism	Disorganized, messy	orderly, thorough
Tension	relaxed, cool	stressed, unsatisfied

### 3. Allport's Trait Theory

Allport's theory of personality emphasizes the uniqueness of the individual and the internal cognitive and motivational processes that influence behavior. For example, intelligence, temperament, habits, skills, attitudes, and traits.

Allport organized these traits into a hierarchy of three levels:

- Cardinal traits dominate and shape an individual's behavior. Cardinal traits are powerful but few people have personalities dominated by a single trait. Instead, our personalities are typically composed of multiple traits.
- Central traits come next in the hierarchy. They are general characteristics found in varying degrees in person (such as loyalty, kindness, agreeableness, friendliness, sneakiness, etc).
- Secondary traits exist at the bottom of the hierarchy and are not quite as obvious or consistent as central traits. They are plentiful but are only present under specific circumstances; they include things like preferences and attitudes. McLeod, S. A. (2014)

### State Approach to Personality:

Unlike traits, which are stable characteristics, states are temporary behaviors or feelings that depend on a person's situation and motives at a particular time. The State Theorists give more importance to the influence of environmental factors rather than genetics. This approach is best explained through Bandura's Social Learning Theory.

#### 1. Bandura's Social Learning Theory:

In social learning theory Albert Bandura (1977) agrees with the behaviorists learning theories of classical conditioning and operant conditioning. However, he adds two important ideas:

1. Mediating processes occur between stimuli & responses.

2. Behavior is learned from the environment through the process of observational learning.

Albert Bandura is famous for his experiments conducted on Bobo Dolls. Through this experiment, he was able to show that children replicate the behavior that they observe. Through this continuous process of observational learning and mediational processes, the behavior becomes stamped in the child which in turn would shape his personality.

Some criticisms of social learning theory arise from their commitment to the environment as the chief influence on behavior. It is limiting to describe behavior solely in terms of either nature or nurture, and attempts to do this underestimate the complexity of human behavior. It is more likely that behavior is due to an interaction between nature (biology) and nurture (environment). McLeod, S. A. (2016)

### **Psychodynamic Theory of Personality:**

Sigmund Freud's psychodynamic theory of personality assumes there is an interaction between nature (innate instincts) and nurture (parental influences). Freud gave utmost importance to the events that occurred in the first 5 years of an individual's life. According to him, parental behavior is crucial to normal and abnormal development. Personality and mental health problems in adulthood can usually be traced back to the first five years.

Freud states that Personality is composed of the following factors:

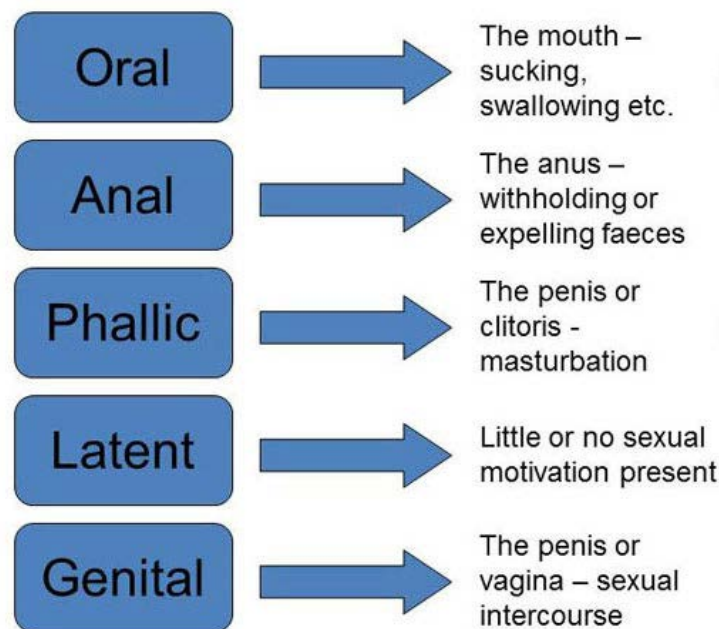
- Instinctual drives
- Unconscious processes
- Early childhood influences

### **Structure of Personality:**

An individual's personality is directed by his psyche which is composed of:

- Id:  
The id is the primitive and instinctive component of personality. It consists of all the inherited (i.e. biological) components of personality, including the sex (life) instinct –Eros, and aggressive (death) instinct - Thanatos. It operates on the pleasure principle.
- Ego:  
The ego develops in order to mediate between the unrealistic id and the external real world. It is the decision making component of personality. The ego operates according to the reality principle.





- **Superego:**  
The superego incorporates the values and morals of society which are learned from one's parents and others. It is similar to a conscience, which can punish the ego through causing feelings of guilt.

### **Psychosexual Stages of Development:**

Freud (1905) proposed that psychological development in childhood takes place in a series of fixed stages. These are called psychosexual stages because each stage represents the fixation of libido (roughly translated as sexual drives or instincts) on a different area of the body. As a person grows physically certain areas of their body become important as sources of potential frustration (erogenous zones), pleasure or both.

Environmental and parental experiences during childhood influence an individual's personality during adulthood. For example, during the first two years of life the infant who is neglected (insufficiently fed) or who is over-protected (over-fed) might become an orally-fixated person (Freud, 1905).

There have been many more significant findings and theories that continue to add to the field of Personality Psychology. Though each theory has been faced with its share of criticism, its importance to the field should not be discarded. The important aspects of each theory must be studied in detail for a holistic understanding of an individual's personality.

### **DARK TRIAD**

Though Personality Traits have been studied almost as long as the existence of the field of psychology itself, new postulations emerge periodically which explore further the never ending depth of human behavior. A recent uncovering in the area of Personality Psychology, has been the elusive Dark Triad.

The Dark Triad of Personality rather ominously named, is an area of Psychological research which is attracting significant attention. It is however only a young field, in fact it was just over a decade ago that Paulhus and Williams (2002) coined the term 'Dark Triad'. It's an area of research that seems to intrigue Organizational, Clinical and Forensic Psychologists alike and of course has important implications for society as a whole. It comprises of Machiavellianism, Narcissism, and Psychopathy.

The technical definition of the Dark Triad, as stated in Jonason and Webster's article, is rather daunting: "the Dark Triad as a whole can be thought of as a short-term, agentic, exploitative social strategy". This means that people who show these qualities are trying to get away with acting out against others in order to achieve their own goals. Each of the individual qualities alone can make life difficult for those who know people like this. Combined, the Dark Triad traits could be detrimental to those around the individual as well as to himself. Jonason, P. K., & Webster, G. D. (2010)

### **COMPONENTS OF DARK TRIAD:**

In 1998, McHoskey, Worzel, and Szyarto ignited a controversy by claiming that Narcissism, Machiavellianism, and Psychopathy are more or less interchangeable in normal samples. It was controversial as these traits were associated more with abnormal psychology side. However, this statement was only the tip of the iceberg as it resulted in lots of studies related to Dark Triad to crop up. Delroy, L. Paulhus and McHoskey shed more light on it in their speech at the American Psychological Association (APA) conference, inspiring others to follow suit. Many studies have been conducted on the Dark Triad which have shown that though they were distinct constructs which also tended to overlap each other in certain aspects.

#### **1. MACHIAVELLINISM:**

The word comes from the 16th century Italian politician and diplomat Niccolo Machiavelli. He earned fame when his book, "The Prince," was interpreted as an endorsement of the dark arts of cunning and deceit in diplomacy. As a result, this trait has been synonymous with one who has a manipulative personality.

A Machiavellian is one who believes that the ends justify the means, regardless of human suffering. These individuals are arrogant, calculating, and will use whatever means necessary, such as deception and undermining the trust of others to achieve their goals. Machiavellians are emotionally and socially manipulative; they have a tendency to dehumanize and objectify humans down to their skills and utilitarianism rather than perceive them as entities with personalities to be admired. In a nutshell, Machiavellians have a tendency to view things purely in terms of value exchange "what does this person bring to the table?" and care little, if at all, for anything else.

Machiavellianism is measured using the MACH-IV, a 20 item questionnaire that uses a 5 – point Likert Scale. The MACH – IV assesses traits such as self – interest and the use of deception by including items such as : "it is wise to flatter important people" and "anyone

who completely trusts someone else is asking for trouble.” Individuals are considered to be high in Machiavellian characteristics if they score over 60 on the MACH – IV. Christie, R., & Geis, F.L. (1970)

## **2. NARCISSISM:**

Narcissism comes from the Greek myth of Narcissus, a hunter who fell in love with his own reflection in a pool of water, and drowned.

Narcissism is a personality disorder characterized by feelings of dominance, grandiosity, and superiority. Individuals with narcissism often experience an increased sense of entitlement, a need to succeed, and a craving to be admired. This need to be admired often leads narcissists to high profile and stressful jobs, and because image is so important to narcissists they perform exceptionally well in difficult situations. While narcissists perform well in the workplace, they are not team players and are only interested in their own accomplishments. Individuals with this disorder will use whatever means necessary to get what they desire, including the use of deception and manipulation of others.

Narcissism is most often measured using the Narcissistic Personality Inventory (NPI). The NPI is a 40-item forced choice questionnaire that requires the individual in question to choose between two opposing statements such as “I like to have authority over other people” or “I don’t mind following orders” and “I am an extraordinary person” or “I am much like everybody else”. The NPI has been shown to accurately assess characteristics of narcissism such as grandiosity, entitlement, dominance, and superiority. Raskin, R. N., & Hall, C. S. (1979)

## **3. PSYCHOPATHY:**

Personality traits associated with psychopathy include a lack of empathy or remorse, antisocial behavior, and being manipulative and volatile. It's important to note that there is a distinction between psychopathic traits and being a psychopath, with its commonly held association with criminal violence. Psychopathy is a personality disorder characterized by a cold and emotionally void personality. Personality traits common to psychopaths are high impulsivity, thrill seeking, glibness, low empathy, and recklessness. Psychopaths are superficially charming, are skilled liars, and they often use these skills to manipulate and exploit others. Further, they do not feel remorse or guilt after deceiving or manipulating others.

## **DARK TRIAD AND OCCUPATIONAL SETTING:**

### **1. Machiavellianism in the workplace:**

Machiavellianism in the workplace is the employment of cunning and duplicity in a business setting. The Machiavellian typically only manipulates on occasions where it is necessary to achieve the required objectives.

A new model of Machiavellianism based in organizational settings consists of three factors:

- maintaining power

- harsh management tactics
- manipulative behaviors.

According to Gary Namie, Machiavellians manipulate and exploit others to advance their perceived personal agendas but he emphasizes that they are not mentally ill. They do not have a personality disorder, schizophrenia and neither are they psychopaths. Machiavellianism represents the core of workplace bullying. There has been a positive correlation between Machiavellianism and workplace bullying.

The following are the guiding principles of Machiavellianism:

- Never show humility
- Arrogance is far more effective when dealing with others.
- Morality and ethics are for the weak: Powerful people feel free to lie, cheat and deceive others when it suits them.
- It is much better to be feared than loved.

High Machiavellians may be expected to do the following:

- Neglect to share important information.
- Find subtle ways of making another person look bad to management.
- Fail to meet their obligations.
- Spread false rumors about another person. Namie, G. (2006)

## **2. Narcissism in the workplace:**

Narcissism in the workplace is a serious issue and may have a major detrimental impact on an entire organization. Narcissistic individuals in the workplace are more likely to engage in counterproductive work behavior (CWB) especially when their self-esteem is threatened.

Narcissists typically perform well at job interviews and have a good success rate for landing jobs. Interviews are one of the few social situations where narcissistic behaviors such as boasting actually create a positive impression. There tends to be a higher level of stress with people who work with or interact with a narcissist, which in turn increases absenteeism and staff turnover.

According to Alan Downs, corporate narcissism occurs when a narcissist becomes the chief executive officer (CEO) or other leadership roles within the senior management team and gathers an adequate mix of codependents around him or her to support the narcissistic behavior. Narcissists profess company loyalty but are only really committed to their own agendas, thus organizational decisions are founded on the narcissist's own interests rather than the interests of the organization as a whole, the various stakeholders, or the society in which the organization operates. Bushman, B. J., & Baumeister, R. F. (1998)

## **3. Psychopathy in the workplace:**

Psychopathy in the workplace is a serious issue. Although psychopaths typically represent only a small percentage of the staff, they are most common at higher levels of corporate

organizations and their actions often cause a ripple effect throughout an organization, setting the tone for an entire corporate culture. Examples of detrimental effects are increased bullying, conflict, stress, staff turnover and absenteeism; reduction in productivity and social responsibility. Ethical standards of entire organizations can be badly damaged if a corporate psychopath is in charge.

The workplace psychopath may show a high number of the following behavioral patterns:

- Public humiliation of others (high propensity of having temper tantrums or ridiculing work performance)
- Malicious spreading of lies (intentionally deceitful)
- Remorseless or devoid of guilt
- Frequently lies to push his/her point
- Rapidly shifts between emotions – used to manipulate people or cause high anxiety. Boddy, CR (2011)

### **DARK TRIAD AND GENDER:**

The most pronounced group difference is in gender: numerous studies have shown that men tend to score higher than women on narcissism, Machiavellianism, and psychopathy, although the magnitude of the difference varies across traits and the measurement instruments used. One interesting finding related to narcissism is that while men continue to score higher than women, it seems that the gender gap has shrunk considerably when comparing cohort data from 1992 and 2006. More specifically, the aforementioned findings indicate that there has been a general increase in levels of narcissism over time among college students of both sexes, but comparatively, the average level of narcissism in women has increased more than the average level of narcissism in men. Silvia, P; Kaufman, J (2011)

### **PSYCHOLOGICAL WELL BEING**

According to Marie Jahoda, the absence of mental illness is not a sufficient indicator of the presence of mental health. She states that there are 5 characteristics of healthy people:

1. They are able to manage time well
2. They have meaningful and social relationships
3. They are able to work effectively with other people
4. They have high self-esteem
5. They are regularly active

She also specified the approaches to identify positive mental health:

1. Attitudes towards one's self
2. Growth, Development, and Self-Actualisation
3. Maintaining integrity in adverse situations
4. Autonomy
5. Perception of Reality
6. Environmental Mastery

Building on a utilitarian tradition and the tenets of hedonic psychology which emphasizes the study of pleasure and life satisfaction, Diener considers well-being to be the subjective. The Principles of Pleasure evaluation of one's current status in the world. More specifically, well-being involves our experience of pleasure and our appreciation of life's rewards. Given this view, Diener defines subjective well-being as a combination of positive affect (in the absence of negative affect) and general life satisfaction. Furthermore, he uses the term subjective well-being as a synonym for happiness. The satisfaction component often is measured with the Satisfaction with Life Scale. Diener, Emmons, Larsen, & Griffin, 1985

Ryff and Keyes combine many principles of pleasure to define complete mental health. Specifically, they view optimal functioning as the combination of emotional well-being (as they refer to subjective well-being; defined as the presence of positive affect and satisfaction with life and the absence of negative affect), social well-being (incorporating acceptance, actualization, contribution, coherence, and integration), and psychological well-being (combining self-acceptance, personal growth, purpose in life, environmental mastery, autonomy, positive relations with others). Taking the symptoms of mental illness into consideration, they define "complete mental health" as the combination of "high levels of symptoms of emotional well-being, psychological well-being, and social well-being, as well as the absence of recent mental illness" (Keyes & Lopez, 2002.).

Carol Ryff's model of Psychological Well-being differs from past models in one important way: well-being is multidimensional, and not merely about happiness, or positive emotions. A good life is balanced and whole, engaging each of the different aspects of well-being, instead of being narrowly focused.

Carol Ryff's six categories of well-being are:

### **1) Self-Acceptance**

*High Self Acceptance:* One possess a positive attitude towards oneself; acknowledges and accepts multiple aspects of oneself including both good and bad qualities; and feel positive about ones past life.

*Low Self Acceptance:* One feels dissatisfied with oneself; is disappointed with what has occurred in one's past life; is troubled about certain personal qualities; and wishes to be different than what one is.

### **2) Personal Growth**

*Strong Personal Growth:* One has a feeling of continued development; sees oneself as growing and expanding; is open to new experiences; has the sense of realizing one's potential; sees improvement in oneself and behavior over time; is changing in ways that reflect more self-knowledge and effectiveness.

*Weak Personal Growth:* One has a sense of personal stagnation; lacks the sense of improvement or expansion over time; feel bored and uninterested with life; and feels unable to develop new attitudes or behaviors.

### **3) Purpose in Life**

*Strong Purpose in Life:* One has goals in life and a sense of directedness; feels there is meaning to one's present and past life; holds beliefs that give life purpose; and has aims and objectives for living.

*Weak Purpose in Life:* One lacks a sense of meaning in life; has few goals or aims, lacks a sense of direction; does not see purpose of one's past life; and has no outlook or beliefs that give life meaning.

### **4) Positive Relations with Others**

*Strong Positive Relations:* One has warm, satisfying, trusting relationships with others; is concerned about the welfare of others; is capable of strong empathy, affection, and intimacy; and understands the give and take of human relationships.

*Weak Relations:* One has few close, trusting relationships with others; finds it difficult to be warm, open, and concerned about others; is isolated and frustrated in interpersonal relationships; and is not willing to make compromises to sustain important ties with others.

### **5) Environmental Mastery**

*High Environmental Mastery:* One has a sense of mastery and competence in managing the environment; controls complex array of external activities; makes effective use of surrounding opportunities; and is able to choose or create contexts suitable to one's personal needs and values.

*Low Environmental Mastery:* One has difficulty managing everyday affairs; feels unable to change or improve surrounding contexts; is unaware of surrounding opportunities; and lacks a sense of control over the external world.

### **6) Autonomy**

*High Autonomy:* One is self-determining and independent; is able to resist social pressures to think and act in certain ways; regulates behavior from within; and evaluates oneself by personal standards.

*Low Autonomy:* One is concerned about the expectations and evaluations of others; relies on judgments of others to make important decisions; and conforms to social pressures to think and act in certain ways. (DAVID, 2014)

## CHAPTER 2: REVIEW OF LITERATURE

The present study has been selected to understand the relation, if any, between the Dark Triad and Psychological Well Being. Many similar studies have been done which tries to understand the relation between the two variables. However, none have been conducted in this particular cultural setting which might result in different outcomes. The following are the various reviews of literatures related to the present study.

### STUDIES ON DARK TRIAD:

Vincent Egan, Stephanie Chan (2014) conducted a study on **“The Dark Triad, Happiness, and Subjective Well Being”**. It focused on whether positive psychological states assisted differentiation relative to general personality traits and the “the Dark Triad”. It was conducted on 840 persons primarily from the UK, USA and Canada. Narcissism was predicted by lower emotional stability, lower agreeableness, and higher extraversion. Latent profile analysis identified four groups in the data: “unhappy but not narcissistic”, “vulnerable narcissism”, “happy non-narcissism” and “grandiose narcissism”. Our results suggest more problematic narcissism can be identified by reference to measures indexing positive mood states and general personality traits.

A study on **“Well-Being and Dark Triad”** was conducted by Naser Aghababaei, Agata Błachnio (2015) which focuses on how the Dark Triad traits differ in their relationships with eudemonic and hedonic well-being. In a sample of Polish undergraduate students, the study examined the components of dark . Narcissism was positively related to both variants of well-being, and after controlling for its shared variance with the other two dark traits its relations to well-being outcomes have noticeably increased. While psychopathy was related to lower levels of both eudemonic and hedonic well-being, Machiavellianism was generally unrelated to well-being outcomes. The Dark Triad managed to predict unique variance in most of well-being scales, beyond broad personality factors.

A study conducted in London by Farah Ali, Ines Sousa Amorim, and Tomas Chamorro-Premuzic (2009) focused on the relationships between psychopathy (primary and secondary), Machiavellianism, trait emotional intelligence and empathy, using an image task that required an appropriate empathic response to the emotional displays of others (happy, sad and neutral). Results indicated that primary psychopathy and Machiavellianism were positively associated with the experience of positive affect from sad stimuli, while secondary psychopathy and Machiavellianism were positively associated with the experience of negative affect in response to neutral stimuli, and the opposite pattern was found for trait emotional intelligence.

Angela Book, Beth A. Visser, and Anthony A. Volk (2016) carried out a study known as **“Unpacking Evil: Claiming the core of the Dark Triad”** which focused on understanding the nature of “evil”. A productive psychological approach to this problem has been to study antisocial traits associated with negative outcomes. One such approach has grouped together three antisocial personalities known as the “Dark Triad”: Machiavellianism, Narcissism, and



Psychopathy. Results confirm that the HEXACO personality model (and, in particular, the Honesty–Humility factor) is not only the most theoretically parsimonious model, it also best accounts for the empirical overlap between these constructs that represents the core of the Dark Triad. Results also support the idea that the core of the Dark Triad represents an alternative life history strategy.

A study on **“The Dark Triad and Normal Personality Traits”** was conducted by Sharon Jakobwitz and Vincent Egan(2006). It examined the degree to which the Dark Triad constructs could be identified in 82 persons recruited from the general population, predicting that the dark triad would emerge as a single dimension denoting the cardinal interpersonal elements of primary psychopathy. The negative correlation was found between primary psychopathy and A, but not with C. While the predicted correlation between secondary psychopathy and N was found, N was also positively associated with primary psychopathy and Machiavellianism. Thus, even in the general population, the dark dimension of personality can be described in terms of low A, whereas much of the anti-social behavior in normal persons appears underpinned by high N and low C.

Kibeom Lee and Michael C. Ashton (2005) carried out a study on **“Psychopathy, Machiavellianism, and Narcissism in the Five-Factor Model and the HEXACO model of personality structure”**. It investigated the relations of the “Dark Triad” personality traits with the variables of the Five-Factor Model and the HEXACO model of personality structure. Results (N = 164) indicated that all three Dark Triad traits were strongly negatively correlated ( $r_s = -0.72, -0.57, \text{ and } -0.53$ , respectively) with the HEXACO Honesty–Humility factor. Psychopathy and Machiavellianism showed moderate negative correlations with Big Five Agreeableness ( $r_s = -0.39 \text{ and } -0.44$ , respectively), but Narcissism did not ( $r = -0.04$ ).

A study on **“The Dark Triad of personality: Narcissism, Machiavellianism, and Psychopathy”** was conducted by Delroy L Paulhus and Kevin M Williams (2002) where it evaluated the recent contention that, in normal samples, this ‘Dark Triad’ of constructs are one and the same. In a sample of 245 students, the study measured the three constructs with standard measures and examined a variety of laboratory and self-report correlates. Subclinical psychopaths were distinguished by low neuroticism; Machiavellians, and psychopaths were low in conscientiousness; narcissism showed small positive associations with cognitive ability. Narcissists and, to a lesser extent, psychopaths exhibited self-enhancement on two objectively scored indexes. We conclude that the Dark Triad of personalities, as currently measured, are overlapping but distinct constructs.

A study on **“Psychological, social, and physical health costs associated with the Dark Triad”** was conducted by Peter K. Jonason, Holly M. Baughman, and Philip Parker (2015).It examined how the Dark Triad traits—as different social strategies—were associated with various health outcomes. In samples of American undergraduates (N = 1389), Australian high school students (N = 2023), and British undergraduates (N = 280), the study examined the physical, social, and psychological costs associated with the Dark Triad traits. Narcissism was linked to few mental and physical ailments, suggesting it may provide a social buffer

from negative health outcomes. Psychopathy and Machiavellianism were linked to a number of psychological and physical health conditions. In addition, psychopathy was related to diminished life expectancy, whereas narcissism was related to enhanced life expectancy

Aaron Cohen (2016) carried out a study known as “**A conceptual framework of the relationship between the dark triad personality and counter productive work behavior**”. This conceptual paper presents a model of this relationship, arguing that perceptions of organizational politics and perceived accountability are two mediators of the relationship between the dark triad personalities and CWBs. The model also advances four moderators: first, political skill is expected to moderate the relationship between the two mediators and the dark triad. Second, three organizational moderators (organizational transparency, organizational policies, and organizational culture/climate) are expected to moderate the relationship between the two mediators and CWBs.

Peter Jonason, Sarah Slomski, and Jamie Partyka (2012) conducted a study on “**The Dark Triad at Work: How toxic employees get their way**”. In this study (N = 419) it examined the role the Dark Triad traits, as measures of being a toxic employee, play in predicting tactics of workplace manipulation and how the Dark Triad might mediate sex differences in the adoption of hard (e.g., threats) and soft tactics (e.g., offering compliments). Psychopathy and Machiavellianism were correlated with adopting hard tactics whereas Machiavellianism and narcissism were correlated with adopting soft tactics. The Dark Triad composite fully mediated the sex differences in the adoption of hard tactics but not soft tactics. The Dark Triad may facilitate the adoption of numerous tactics of influence.

### STUDIES ON PSYCHOLOGICAL WELL BEING:

A study on “**Occupation, Health and Well-Being**” was conducted by Marry Law, Sandy Steinwender and Leanne Leclair (2014). Occupational therapists believe that there is a relationship between occupation, health and well-being but there is little evidence in the occupational therapy literature to support this belief. This paper describes the results of a critical review of research examining the relationship between occupation and health and well-being. Twenty-two studies from the health and social sciences literature were reviewed using specific methodological review criteria. The findings of these studies provide moderate to strong evidence that occupation has an important influence on health and well-being.

A study on “**Occupational Health and Psychological Well-Being of Industrial Employees**” was conducted by A Bhardwaj, A Srivastava in 2008. It was designed to examine the effects of overall occupational health on psychological well-being in a sample of 150 line-staff operating in a production organization. Psychometrically standardized scales were employed to assess the extent of occupational health and psychological well-being. The analyses of the obtained data revealed that occupational health positively correlates with employees' mental health. The employees who perceived their work and its physical and psycho-social environment as to be adequate and healthy maintained relatively better overall mental health.

Dalila Visani, Elisa Albeiri, and Chiara Ruiniwas (2009) carried out a study on “**Gender Differences in Psychological Well-Being and Distress During Adolescence**”. Five hundred and seventy-two adolescents (313 females, 259 males; mean age 13.63 years, SD = 1.94) were recruited from various middle and high schools in Northern Italy, which volunteered to participate in the study. Student t-test was used to analyze gender differences in PWB and SQ scores. Girls reported higher levels of distress than boys. t-Test indicated significant gender differences in all SQ scales, except in friendliness. Females scored significantly higher than males in all SQ scales, except in contentment, where females reported better levels compared to previous data. This investigation points out that females reported higher levels of distress than males, but unlike the preceding studies, it also highlights that girls showed similar levels of psychological well-being compared to boys.

## **CHAPTER 3: METHODOLOGY**

### **Statement of the Problem:**

To explore the relationship between Dark Triad and Psychological Well Being of MNC Employees.

### **Objectives of the Study:**

1. To identify the level of Dark Triad present in employees of MNCs.
2. To explore dominant component of Dark Triad existing in employees of MNCs.
3. To find out the level of Psychological Well Being among employees of MNCs.
4. To study the gender differences in the level of Dark Triad existing in employees of MNCs.
5. To explore the gender difference in the level of Psychological Well Being in employees of MNCs.
6. To study the correlation between Dark Triad and Psychological Well Being among employees of MNCs.

### **Hypotheses:**

1. There would be a low level of Dark Triad present in the employees of MNCs.
2. Machiavellianism and Narcissism would be the dominant components of Dark Triad present in employees of MNCs.
3. Employees of MNCs would have an average level of Psychological Well Being.
4. The presence of the Dark Triad traits would be more in males than females.
5. Males will have a higher level of Psychological Well Being as compared to Females.
6. There will be a positive correlation between Dark Triad and Psychological Well Being.

### **Operational Definitions:**

#### **1. Machiavellianism:**

It refers to the personality trait of a working individual who manipulates and exploits other co-workers to achieve the required objectives.

#### **2. Narcissism:**

It refers to the personality trait of a working individual who is primarily concerned with his own self-esteem, a feeling of grandiosity and a need to be constantly appreciated when he performs well at the workplace.

#### **3. Psychopathy:**

It refers to the personality trait of a working individual who feels no sense of remorse or empathy when he takes advantage of his coworkers for his personal gains.

#### **4. Positive Relations with Others:**

It refers to the nature of the relationship the working individual has with his team workers, management, and fellow coworkers. Maintaining a warm, trusting, and cordial relationships at the work place is important in order to work together as one unit.

**5. Self- Acceptance:**

It refers to the realistic, albeit subjective, awareness of the employee's strengths and weaknesses at the workplace which can help them to overcome their limitations and further strengthen their advantages.

**6. Autonomy:**

It refers to the individual's ability to be self-determining and independent such that he is able to resist social pressures to think and act in certain ways at the workplace.

**7. Personal Growth:**

It refers to the employee's feeling of continued development at the workplace such that he is satisfied on seeing himself growing and expanding and achieving an overall development.

**8. Environmental Mastery:**

It refers to the employee's sense of mastery and competence in managing the work environment through making effective use of surrounding opportunities and creating contexts suitable to one's personal needs and values.

**9. Purpose in Life:**

It refers to the goals in the employee's life and his sense of directedness towards reaching the position and achievements that he wants to accomplish at the workplace.

**Tools Required:**

1. The Dark Triad of Personality Questionnaire (D3-Short) by D.L. Paulhus.
2. The Ryff Scales of Psychological Well-Being by C. D Ryff.

**Description of Tools:**

**1. Dark Triad Of Personality (D3-Short)**

The Dark Triad of Personality Questionnaire (D3-Short) was developed by D. L . Paulhus in 2013. The D3-Short consists of 27 questions measuring the 3 personality traits i.e. Machiavellianism, Narcissism, and Psychopathy. Each trait has 9 questions attributed to it in the questionnaire. The form consists of a series of statements reflecting the 3 areas of Dark Triad.

Respondents rate statements on a scale of 1 to 5, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating a neutral stance, 4 indicating agreement, and 5 indicating strong agreement. The SD3 has shown convergent validity and reliability with alphas ranging from .71 to .80 (Jones & Paulhus, 2014).

The following are example statements from each of the areas of Dark Triad measured by SD-3:

- Machiavellianism:  
Generally speaking, people won't work hard unless they have to.
- Narcissism:  
I have been compared to famous people.
- Psychopathy:  
I like to pick on losers.

Responses are totaled for each category out of which 5 are reversely scored. For each category, a high score indicates that the respondent has a high level of that trait in his personality in life. Conversely, a low score shows that the respondent has a low level of that trait in his personality.

## **2. The Ryff Scale of Psychological Well-Being:**

The Ryff Scale of Psychological Well-Being was developed by C.D Ryff in 1998.

The Ryff inventory consists of either 84 questions (long form), 54 questions (medium form), and 18 questions (short form). The short form has been used to assess the sample. The form consists of a series of statements reflecting the six areas of psychological well-being: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance.

Respondents rate statements on a scale of 1 to 5, with 1 indicating strong disagreement, 2 indicating somewhat disagreement, 3 indicating a neutral stance, 4 indicating a somewhat agreement and 5 indicating strong agreement.

The following are example statements from each of the areas of well-being measured by the Ryff inventory:

- *Autonomy*

I have confidence in my opinions, even if they are contrary to the general consensus.

- *Environmental Mastery*

In general, I feel I am in charge of the situation in which I live.

- *Personal Growth*

I think it is important to have new experiences that challenge how you think about yourself and the world.

- *Positive Relations with Others*

People would describe me as a giving person, willing to share my time with others.

- *Purpose in Life*

Some people wander aimlessly through life, but I am not one of them.

- *Self-Acceptance*

I like most aspects of my personality.

Responses are totaled for each of the six categories (8 questions are reverse scored). For each category, a high score indicates that the respondent has a mastery of that area in his or her life. Conversely, a low score shows that the respondent struggles to feel comfortable with that particular concept.

## **Sample:**

A sample size of 80 MNC employees was taken (40 males and 40 females) for the study using Random Sampling Method. The sample's age range is 20-35.

## **Procedure:**

In order to conduct this study, permission was first sought from the college authorities. This permission was later shown to various MNC's such as Deloitte, Amazon, and Thomson

Reuters, who had obliged for the conduction of this assessment. Employees were selected randomly at their workplace such that the results of 40 males and 40 females were collected. The employees were seated comfortably in a noise free environment and good rapport was established. Before handing the questionnaire, consent was taken from the respondents. They were ensured that their identity would not be linked with data, all the information taken would remain confidential and that it would be used for academic purposes only. After taking the consent, the following instructions were given:

“In front of you are a series of questions which measure your general views and attitudes. There are no right or wrong answers because everyone has the right to his or her own view. To be able to get the best advice from your results, you will want to answer exactly and truly. When you answer, keep these 4 points in mind:

You are asked not to spend time pondering. Give the first, natural answer as it comes to you. Try not fall back on the middle, “Don’t Know” response except when the answer at either end is really impossible for you.

Be sure not to skip anything, but answer every question. Some may not apply to you very well, but give your best guess. Some may seem personal; but remember that the answer sheets are kept confidential and answers to particular questions are not inspected.

Answer as honestly as possible, what is true of you. Do not merely mark what seems “the right thing to say” to impress the examiner. Please indicate how strongly you agree or disagree with each of the following statements by choosing the designated number next to the statement.”

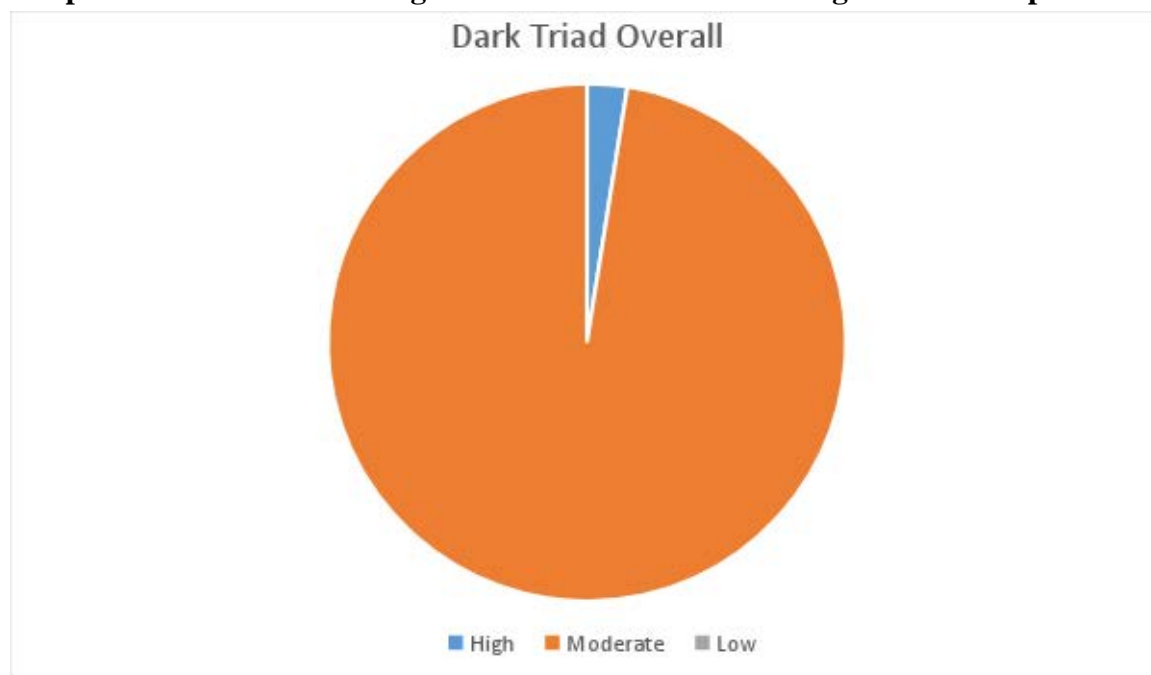
## CHAPTER 4: RESULTS AND DISCUSSIONS

**Table 1: Shows the Percentage Values of Dark Triad Among Overall Sample**

Components	High	Moderate	Low
Dark Triad	2.5%	97.5%	0%

Table 1 shows the percentage of Dark Triad, among the overall sample consisting of 40 males and 40 females. 2.5% of the entire sample scored a high level in the Dark Triad and 97.5% scored a moderate level in the same. Surprisingly, there were no participants belonging to the low level of Dark Triad. This indicates that the majority of the participants have an Average Level in the personality traits of the Dark Triad i.e Machiavellianism, Narcissism, and Psychopathy.

**Graph 1: Shows the Percentage Values of Dark Triad Among Overall Sample**



**Table 1a: Shows the Descriptive Statistics of Dark Triad for the Overall Sample**

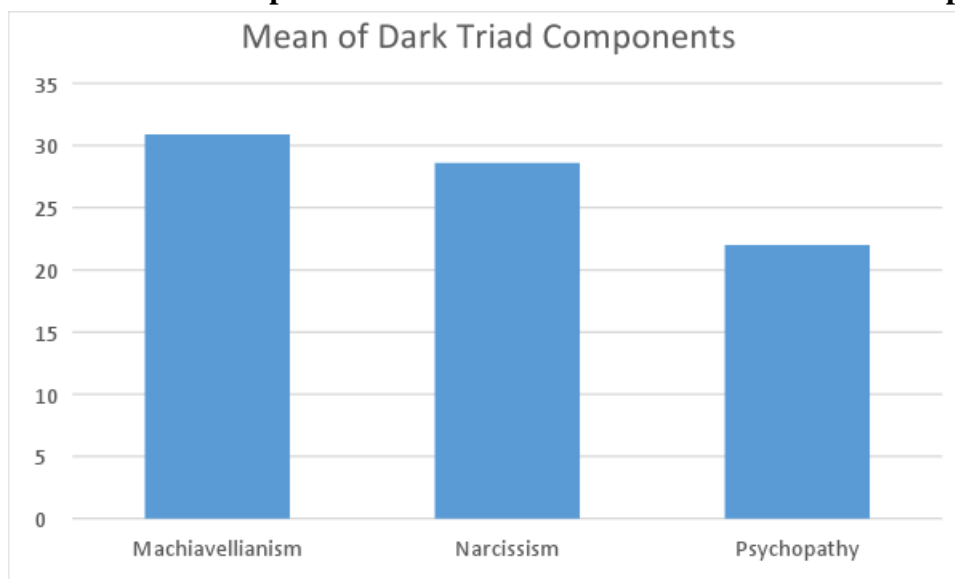
	N	Mean	Std. Dev
Machiavellianism	80	30.91	4.520
Narcissism	80	28.62	5.149
Psychopathy	80	22.01	5.292
Overall	80	81.55	10.873

Table 1a indicates the mean and standard deviation of the Dark Triad in the overall sample. The total sample size is 80. The Mean of Machiavellianism, Narcissism, and Psychopathy is 30.91, 28.62, and 22.01 respectively. The overall mean is 81.55. The Standard Deviation of



Machiavellianism, Narcissism, and Psychopathy is 4.52, 5.14, and 5.29 respectively. The overall Standard Deviation is 10.873.

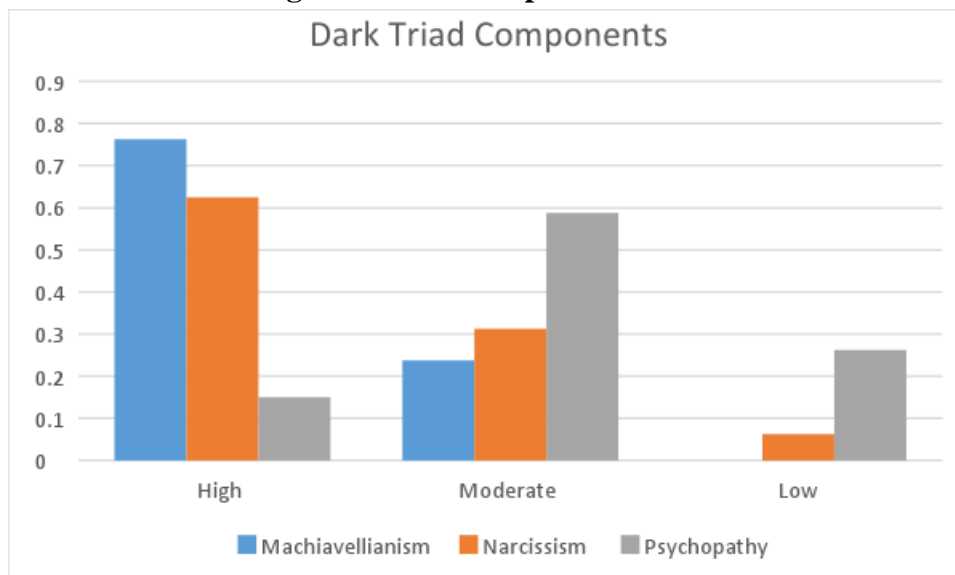
**Graph 1a: Shows the Descriptive Statistics of Dark Triad for the Overall Sample**



**Table 2: Shows the Percentage Values of Components of Dark Triad in Overall Sample**

Components of Dark Triad	High	Moderate	Low
Machiavellianism	76.25%	23.75%	0%
Narcissism	62.5%	31.25%	6.25%
Psychopathy	15%	58.75%	26.25%

Table 2 shows the percentage of components of Dark Triad i.e Machiavellianism, Narcissism, and Psychopathy among the overall sample i.e 40 males and 40 females working in MNCs. For Machiavellianism, 76.25% participants for high level out of all, 23.75% scored a moderate level, and 0% got a low level. In the Narcissism component, 62.5% got high level, 31.25% got moderate level and 6.25% got a low level. In the last dimension which is Psychopathy, 15% of participants got high level, 58.75% got moderate level and 26.25% got a low level. This indicates that the MNC employees are highly dominant in Machiavellianism and Narcissism, but not so much in Psychopathy. However, it is interesting to note that more than half of the sample fell in the average level of Psychopathy.

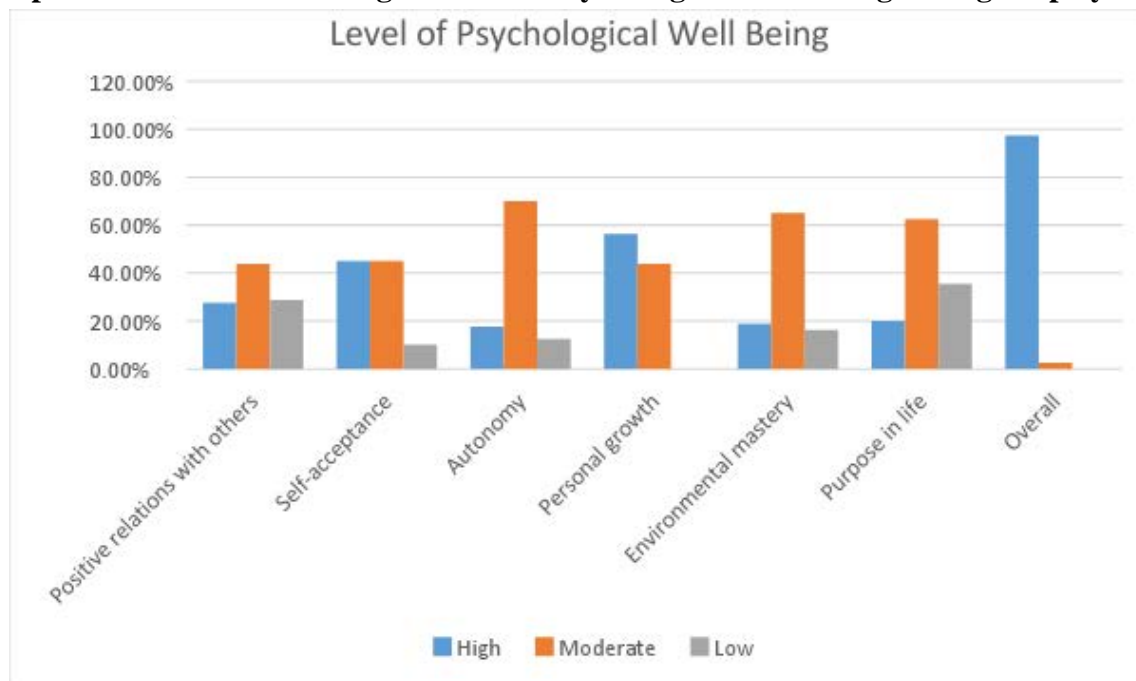
**Graph 2: Shows the Percentage Values of Components of Dark Triad in Overall Sample****Table 3: Shows the Percentage Values of Psychological Well Being among Employees:**

Components of Psychological Well Being	High	Moderate	Low
Positive relations with others	27.5%	43.75%	28.75%
Self-acceptance	45%	45%	10%
Autonomy	17.5%	70%	12.5%
Personal growth	56.25%	43.75%	0%
Environmental mastery	18.75%	65%	16.25%
Purpose in life	20%	62.5%	35.5%
Overall	97.5%	2.5%	0%

Table 3 shows the percentage of components of Psychological Well Being among the overall sample i.e. 40 males and 40 females working in MNCs. The components are Positive Relations with Others, Self- Acceptance, Autonomy, Personal Growth, Environmental Mastery, and Purpose in Life. For Positive Relations with Others, 27.5% got high level, 43.75% scored moderately, and 28.7% scored a low level. In Self-Acceptance, 45% got high and moderate level, whereas 10% obtained a low level. In the third component which is Autonomy, 17.5% of the employees got a high level, 70% got a moderate level, and 12.5% got a low level. In the fifth component which is Personal Growth, 56.25% got high level, 43.75% scored moderately, and 0% scored a low level. In Environmental Mastery, 18.75% got high level, 65% got a moderate level, and 16.25% obtained a low level. In the last component i.e. Purpose in life, 20% obtained a high level, 62.5% scored a moderate level and 35.5% scored a low level.

Apart from Personal Growth, where the majority of the sample scored a high level, superiority of the sample scored a moderate level in all the other components. However, in the overall analysis of all the components, it was observed that 97.5% of employees are high in Psychological Well Being and 2.5% scored moderately. Thus, it can be concluded that the greater share of the employees have a very high level of Psychological Well Being.

**Graph 3: Shows the Percentage Values of Psychological Well Being among Employees**



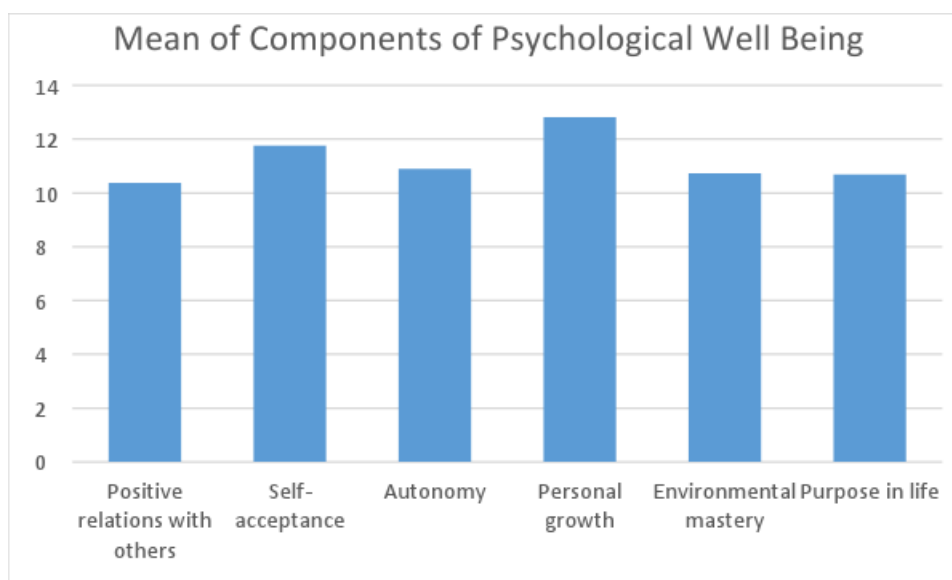
**Table 3a: Shows the Mean and SD of the Various Components of Psychological Well Being:**

	N	Mean	SD
Positive relations with others	80	10.38	2.744
Self-acceptance	80	11.76	2.279
Autonomy	80	10.90	1.946
Personal growth	80	12.81	1.772
Environmental mastery	80	10.73	2.248
Purpose in life	80	10.68	2.208
Overall	80	67.28	7.417

The above table shows the mean and standard deviation of Psychological Well Being and its dimensions i.e. Positive relations with others, Self – Acceptance, Autonomy, Personal Growth, Environmental Mastery, Purpose in Life, and the Overall Dimension. The Mean and SD of Positive Relations with Others was found to be 10.38 and 2.744. Self – Acceptance has

a Mean and SD of 11.76 and 2.279 respectively. Autonomy has a Mean of 10.90 and SD of 1.946. Personal Growth has a mean value of 12.81 and a SD value of 1.772. The mean and SD value of Environmental Mastery is 10.73 and 2.248. Similarly, the mean and SD of Purpose in Life is 10.68 and 2.208. Thus, the overall mean and SD of Psychological Well Being is 67.28 and 7.417.

**Graph 3a: Shows the Mean and SD of the Various Components of Psychological Well Being:**



**Table 4: Shows Mean, SD and t-ratio Values for Various Dimensions of Dark Triad among Men and Women:**

	Gender	N	Mean	Std. Deviation	t-ratio
Machiavellianism	Male	40	31.00	4.379	0.431
	Female	40	30.82	4.711	
Narcissism	Male	40	27.35	5.461	0.01**
	Female	40	29.90	4.533	
Psychopathy	Male	40	23.22	5.284	0.04*
	Female	40	20.80	5.079	
Overall	Male	40	81.57	11.026	0.347
	Female	40	81.52	10.858	

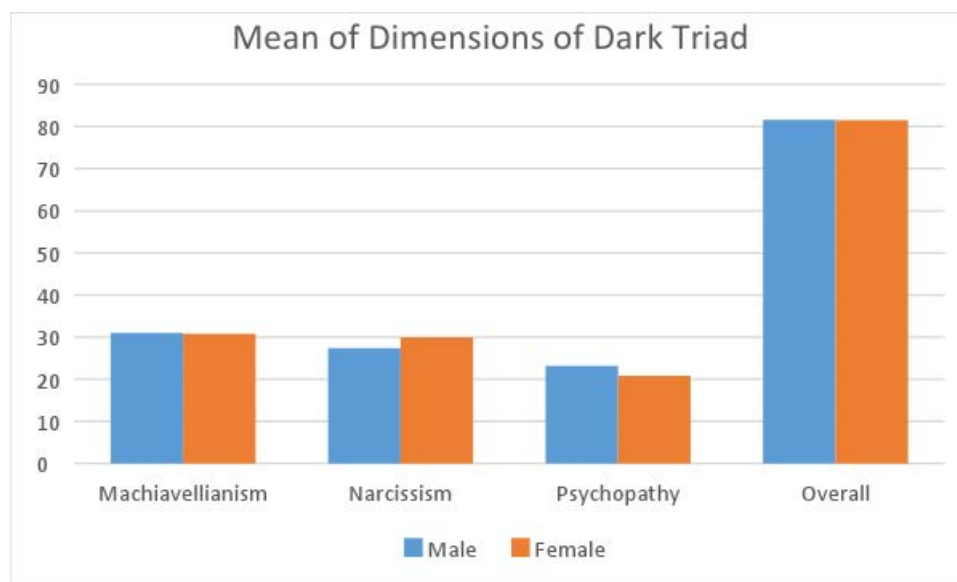
\* $p < 0.05$

\*\* $p < 0.01$

Table 4 shows SD, Mean and t-ratio for Components of Dark Triad among Male and Female sample. According to the table, the total score of mean for **Machiavellianism** of men is 31 while total mean for women is 30.82. SD for men is 4.379 and women is 4.711. Similarly, the t-ratio for both men and women in Machiavellianism is 0.431 which indicates that there are

no significant differences among the component of Machiavellianism of in men and women. The Mean, SD for **Narcissism** in men is 27.35 and 5.461 respectively, as well as for women the Mean, SD is 29.90 and 4.533 respectively. The t-ratio for both male and female sample in this component is 0.01, which indicates there is significant differences of narcissism among male and female MNC employees at 0.01 level. The Mean, SD of **Psychopathy** for male is 23.22 and 5.284 respectively, as well as for women the Mean, SD is 20.80 and 5.079 respectively. The t-ratio for male and female employees is 0.04, which indicates that there is a significant difference in psychopathy among male and female at 0.05 level.

**Graph 4: Shows Mean, SD and t-ratio Values for Various Dimensions of Dark Triad among Men and Women:**



**Table 5: Shows Mean, SD and t-ratio Values for Various Dimensions of Psychological Well-Being Among Men and Women**

	Gender	N	Mean	Std. Deviation	t-ratio
Positive relations with others	Male	40	10.27	2.764	0.358
	Female	40	10.50	2.754	
Self-acceptance	Male	40	11.40	2.262	0.078
	Female	40	12.12	2.266	
Autonomy	Male	40	10.87	1.842	0.454
	Female	40	10.92	2.067	
Personal growth	Male	40	12.87	1.651	0.377
	Female	40	12.75	1.904	
Environmental mastery	Male	40	10.82	2.363	0.365
	Female	40	10.65	2.154	
Purpose in life	Male	40	10.40	2.035	0.123
	Female	40	10.97	2.358	
Overall	Male	40	66.65	7.332	0.222
	Female	40	67.92	7.539	

Table 5 shows SD, Mean and t-ratio for dimensions of Psychological Well Being among Male and Female sample.

### **1. Positive Relations with Others:**

According to the table, the total score of mean for Positive Relations with Others of men is 10.27 while total mean for women is 10.57. SD for men is 2.764 and women is 2.754. Similarly, the t-ratio for both men and women in this dimension is 0.358 which indicates that there are no significant differences among men and women in Positive Relation with Others.

### **2. Self – Acceptance:**

The Mean, SD for Self- Acceptance in men is 11.40 and 2.262 respectively, as well as for women the Mean, SD is 12.12 and 2.266 respectively. The t-ratio for both male and female sample in this component is 0.078, which indicates that there is no significant difference of self-acceptance among male and female MNC employees.

### **3. Autonomy:**

The Mean, SD of Autonomy for male is 10.87 and 1.842 respectively, as well as for women the Mean, SD is 10.92 and 2.067 respectively. The t-ratio for male and female employees is 0.454 which indicates that there is a no significant difference in autonomy among male and female sample.

### **4. Personal Growth:**

The total score of mean for Personal Growth of men is 12.87 while total mean for women is 12.75. SD for men is 1.651 and women is 1.904. Similarly, the t-ratio for both men and women in this dimension is 0.377 which indicates that there are no significant differences among men and women in Personal Growth.

### **5. Environmental Mastery:**

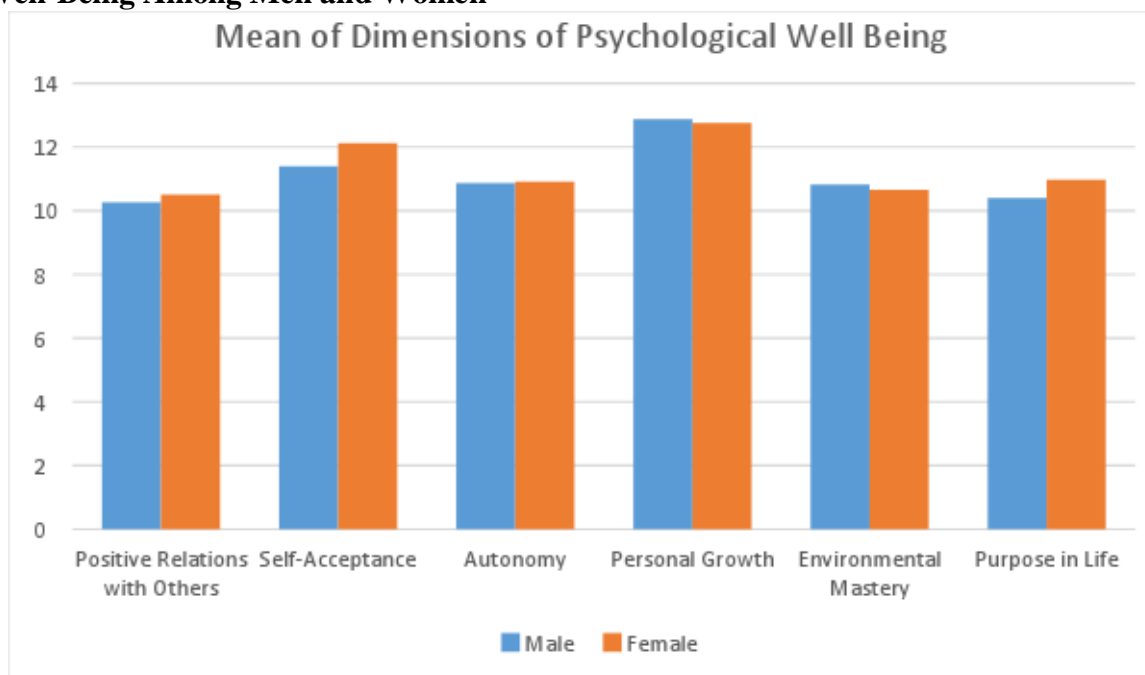
The Mean, SD for Environmental Mastery in men is 10.82 and 2.363 respectively, as well as for women the Mean, SD is 10.65 and 2.154 respectively. The t-ratio for both male and female sample in this component is 0.365, which indicates that there is no significant difference of environmental mastery among male and female MNC employees.

### **6. Purpose in Life:**

The Mean, SD for Purpose in Life in men is 10.40 and 2.035 respectively, as well as for women the Mean, SD is 10.97 and 2.358 respectively. The t-ratio for both male and female sample in this component is 0.123, which indicates that there is no significant difference of Purpose in Life among male and female MNC employees.

### **7. Overall Dimension:**

The total score of mean for Overall Dimension of men is 66.65 while total mean for women is 67.92. SD for men is 7.332 and women is 7.539. Similarly, the t-ratio for both men and women in this dimension is 0.222 which indicates that there are no significant differences among men and women in the overall dimensions of Psychological Well Being.

**Graph 5: Shows Mean, SD and t-ratio Values for Various Dimensions of Psychological Well-Being Among Men and Women****Table 6: Shows the Correlation Between Psychological Well-Being and Dark Triad in Male MNC Employees**

	Positive Relations with Others	Self-Acceptance	Autonomy	Personal Growth	Environmental Mastery	Purpose in Life	Total of Psychological Well Being	Machiavellianism	Narcissism	Psychopathy	Total of Dark Triad
Positive Relations with Others		0.16	0.25	-0.12	0.21	-0.07	0.48	-0.01	0.24	0.01	0.11
Self-Acceptance	0.16		0.23	0.23	0.64	0.23	0.75	-0.10	0.28	0.13	0.16
Autonomy	0.14	0.23		0.28	0.16	0.07	0.52	0.19	0.35	0.52	0.50
Personal Growth	-0.12	0.24	0.28		0.26	0.09	0.43	-0.13	0.36	0.22	0.23
Environmental Mastery	0.21	0.64	0.16	0.26		0.14	0.74	-0.16	0.17	0.04	0.04
Purpose in Life	-0.07	0.23	0.07	0.09	0.14		0.40	-0.1	-0.11	-0.13	-0.16
Total of Psychological Well Being	0.48	0.75	0.52	0.43	0.74	0.40		-0.1	0.37	0.2	0.24
Machiavellianism	-0.01	-0.10	0.19	-0.13	-0.16	-0.10	-0.10		0.01	0.26	0.52
Narcissism	0.24	0.28	0.35	0.36	0.17	-0.11	0.37	0.01		0.55	0.76
Psychopathy	0.01	0.13	0.52	0.22	0.04	-0.13	0.20	0.26	0.55		0.85
Total of Dark Triad	0.11	0.16	0.50	0.23	0.04	-0.16	0.24	0.52	0.76	0.85	

The above table indicated the level of correlation between each dimension of both the areas of Psychological Well Being and Dark Triad as well as an overall correlation of the same of Male employees. The total Psychological Well Being has a low correlation with Dark Triad (0.24), Psychopathy (0.20) and Narcissism (0.37). However, it has a high correlation with Self- Acceptance (0.75) and Environmental Mastery (0.74). A slight negative correlation was observed between the total Psychological Well Being and Machiavellianism.

For the total Dark Triad, a strong correlation was seen within the subscales of Psychopathy (0.85) and Narcissism (0.76), a moderate correlation with Machiavellianism (0.52) and Autonomy (0.50), and a low correlation with Environmental Mastery (0.04), Positive Relations with Others (0.11), Self- Acceptance (0.16), and Personal Growth (0.23). A negative correlation was seen between the Total of Dark Triad and Purpose In Life (-0.16).

On analysis of the subscales of both areas, the following results have been observed. There is a moderately positive relation between Positive Relations with Others and Narcissism (0.24). However, a negative correlation between Positive Relations and Personal Growth has been observed as well (-0.12). There is a strong correlation between Self Acceptance and Environmental Mastery (0.64). Surprisingly, there is an average correlation between Autonomy and the total of Dark Triad (0.5). A negative correlation of Personal Growth with Positive Relations with others (-0.12) and Machiavellianism (-0.13) has been seen. Similarly, a negative correlation has been observed with Purpose in life with Narcissism (-0.11) and Psychopathy (-0.13).

**Table 7: Shows the Correlation Between Psychological Well-Being and Dark Triad in Female MNC Employees**

	Positive Relations with Others	Self-Acceptance	Autonomy	Personal Growth	Environmental Mastery	Purpose in Life	Total of Psychological Well Being	Machiavellianism	Narcissism	Psychopathy	Total of Dark Triad
Positive Relations with Others		0.42	0.07	0.31	0.23	0.28	0.74	-0.14	0.01	-0.40	-0.24
Self-Acceptance	0.42		0.01	0.12	0.2	0.14	0.59	-0.33	-0.20	-0.17	-0.31
Autonomy	0.07	0.01		0.17	0.27	0.08	0.45	0.24	0.14	-0.02	0.15
Personal Growth	0.31	0.12	0.17		0.15	0.09	0.52	0.09	0.42	0.03	0.23
Environmental Mastery	0.23	0.2	0.27	0.15		-0.14	0.50	-0.03	-0.02	-0.28	-0.15
Purpose in Life	0.28	0.14	0.08	0.09	-0.14		0.46	0.073	-0.06	-0.13	-0.05
Total of Psychological Well Being	0.74	0.59	0.45	0.52	0.50	0.46		-0.04	0.06	-0.32	-0.14
Machiavellianism	-0.14	-0.33	0.24	0.09	-0.03	0.07	-0.04		0.34	0.27	0.70
Narcissism	0.01	-0.20	0.14	0.42	-0.02	-0.06	0.06	0.34		0.46	0.70
Psychopathy	-0.4	-0.17	-0.02	0.03	-0.28	-0.13	-0.33	0.27	0.46		0.77
Total of Dark Triad	-0.24	-0.31	0.15	0.23	-0.15	-0.05	-0.14	0.70	0.70	0.77	

The above table indicated the level of correlation between each dimension of both the areas of Psychological Well Being and Dark Triad as well as an overall correlation of the same of female employees. The total Psychological Well Being has a negative correlation with Dark



Triad (-0.24), Psychopathy (-0.32), and Machiavellianism (-0.04). It has a strong correlation with Positive Relations with Others (0.74), Self – Acceptance (0.59), Personal Growth (0.52), and Environmental Mastery (0.5). It has a moderate correlation with Purpose in Life (0.46) and Autonomy (0.45). It has a slight correlation with Narcissism (0.06). The total of Dark Triad has a strong correlation with Psychopathy (0.77), Narcissism (0.7) and Machiavellianism (0.7). It has a low correlation with Personal Growth (0.23), and Autonomy (0.15). It however has a negative correlation with Self – Acceptance (-0.31), Positive Relations with Others (-0.24), and Environmental Mastery (-0.15).

On analysis of the subscales of both areas, the following results have been observed. There is a high and positive correlation between Positive Relations with Others and Total of Psychological Well Being (0.74). However, there is a negative but moderate correlation between Positive Relations and Psychopathy (-0.40). Self – Acceptance and Positive Relations with others has a moderate correlation (0.42) and a moderately correlation between Self- Acceptance and Machiavellianism (-0.33). Environmental Mastery has a slight negative correlation with Purpose in Life (-0.14). Similarly, there is a negative correlation between Machiavellianism and Positive Relations with Others (-0.14). There is a strong correlation between Narcissism and Psychopathy (0.46).

**Table 8: Shows the Correlation Between Psychological Well-Being and Dark Triad in Male and Female MNC Employees**

	Positive Relations with Others	Self-Acceptance	Autonomy	Personal Growth	Environmental Mastery	Purpose in Life	Total of Psychological Well Being	Machiavellianism	Narcissism	Psychopathy	Total of Dark Triad
Positive Relations with Others		0.28	0.12	0.08	0.2	0.67	0.67	0.06	0.03	-0.08	-0.08
Self-Acceptance	0.28		-0.01	0.03	0.45	0.12	0.6	-0.15	-0.07	0.07	-0.05
Autonomy	0.12	-0.01		0.18	0.38	0.13	0.49	0.33	0.21	0.31	0.37
Personal Growth	0.08	0.03	0.18		0.14	-0.17	0.34	-0.01	0.34	0.20	0.24
Environmental Mastery	0.2	0.45	0.38	0.14		0.01	0.67	-0.02	0.04	0.09	0.05
Purpose in Life	0.67	0.12	0.13	-0.17	0.01		0.4	0.13	-0.39	-0.16	-0.19
Total of Psychological Well Being	0.67	0.6	0.49	0.34	0.67	0.4		0.08	0.03	0.03	0.06
Machiavellianism	0.06	-0.15	0.33	-0.01	-0.02	0.13	0.08		0.28	0.21	0.61
Narcissism	0.03	-0.07	0.21	0.34	0.04	-0.39	0.03	0.28		0.6	0.82
Psychopathy	-0.08	0.07	0.31	0.20	0.09	-0.16	0.03	0.21	0.6		0.83
Total of Dark Triad	-0.08	-0.05	0.37	0.24	0.05	-0.19	0.06	0.61	0.82	0.83	

The above table indicated the level of correlation between each dimension of both the areas of Psychological Well Being and Dark Triad as well as an overall correlation of the same of the overall sample. The total Psychological Well Being has a slightly positive correlation with Dark Triad (0.06). There is a high positive correlation of total of Psychological Well Being and Positive Relations with Others (0.67), Environmental Mastery (0.67), Self Acceptance (0.6) and Autonomy (0.49). There is a slight correlation with Machiavellianism, Narcissism, and Psychopathy. The total of Dark Triad has a very strong positive relation with Psychopathy (0.83), Narcissism (0.82), and Machiavellianism (0.61). It has a slight correlation with Autonomy (0.37), Personal Growth (0.24), and Environmental Mastery (0.05), A negative correlation with Purpose in Life (-0.19), Positive Relations with others (-0.08), and Self- Acceptance (-0.05) is seen.

On analysis of the subscales of both areas, the following results have been observed. There is a strong positive correlation between Positive Relations with Others and Purpose in Life (0.67). A slight negative correlation is seen between Autonomy and Self- Acceptance. There is a moderately positive correlation between Personal Growth and Narcissism (0.34). Also, a slight negative correlation can be seen in the dimensions of Purpose in Life and Narcissism (-0.39).

It can be seen that while the total of dark triad has correlated with its own subcomponents, i.e Machiavellianism (0.61), Narcissism (0.82) and Psychopathy (0.83) ; there is a very low and sometimes negative correlation with the components of psychological well being i.e. Positive Relations with Others (-0.08) , Self – Acceptance (-0.05), Autonomy (0.37) , Personal Growth (0.24), Environmental Mastery (0.05) and Purpose in Life (-0.19).

## **CHAPTER 5: SUMMARY AND CONCLUSIONS**

A study to explore the relationship between Dark Triad and Psychological Well Being of male and female MNC Employees was carried out with the following objectives:

1. To identify the level of Dark Triad present in employees of MNCs.
2. To explore dominant component of Dark Triad existing in employees of MNCs.
3. To find out the level of Psychological Well Being among employees of MNCs.
4. To study the gender differences in the level of Dark Triad existing in employees of MNCs.
5. To explore the gender difference in the level of Psychological Well Being in employees of MNCs.
6. To study the correlation between Dark Triad and Psychological Well Being among employees of MNCs.

Based on the above objectives, the formulated hypotheses were as follows:

1. There would be a low level of Dark Triad present in the employees of MNCs.
2. Machiavellianism and Narcissism would be the dominant components of Dark Triad present in employees of MNC.
3. Employees of MNCs would have an average level of Psychological Well Being.
4. The presence of the Dark Triad traits would be more in males than females.
5. Males will have a higher level of Psychological Well Being as compared to Females.
6. There will be a positive correlation between Dark Triad and Psychological Well Being.

The present study consisted of a sample size of 80 MNC employees was taken (40 males and 40 females) for the study using Random Sampling Method. The MNC that were visited include Amazon, Deloitte, and Thomson Reuters among others. The sample's age range is 20-35.

### **The study found the following:**

The hypothesis that there would be a low level of Dark Triad present in the employees of MNCs has been rejected.

The hypothesis that Machiavellianism and Narcissism would be the dominant components of Dark Triad has been accepted.

The hypothesis that Dark Triad present in employees of MNCs Employees of MNCs would have an average level of Psychological Well Being has been accepted.

The hypothesis that the presence of the Dark Triad traits would be more in males than females has been accepted.

The hypothesis that the males will have a higher level of Psychological Well Being as compared to Females has been rejected.

The hypothesis that there will be a positive correlation between Dark Triad and Psychological Well Being has been accepted.

## **IMPLICATIONS:**

### **1. HUMAN RESOURCES MANAGEMENT:**

This study will help Human Resource Management to be aware of the influence of Dark Triad on the employee's Psychological Well Being as well as the employee's coworkers. By informing them of this matter, they will be able to identify workers with these personality traits and be educated on how to deal with the workers.

### **2. PERSONALITY PSYCHOLOGISTS:**

Dark Triad is a recent finding in the field of Personality Psychology. Studies such as the present would help uncover more information related to the present personality traits and help identify them better. Such information would be useful for counsellors if the traits hinder an individual's betterment in life.

### **3. ORGANIZATIONS:**

The findings related to psychological well being can help us understand the dimensions that are most affected in the work place and help us to come up with better strategies. By doing so, the overall work productivity can also be increased. Also, if an individual who is high in the traits of Dark Triad and is detrimental to his work, it would help recruiters identify such people before hiring them into the organization.

### **4. FUTURE RESEARCHES:**

This study can help the further studies of future researchers regarding the influence of Dark Triad on Psychological Well Being between males and females. This can serve as a reference for further improvements to be done in future studies.

## **LIMITATIONS AND SUGGESTIONS:**

As the study was conducted on the Dark Triad and its influence on Psychological Well Being, it examined only 3 factors that influenced well being. There might have been other factors that played a significant role on the influence of well being that the study has not dealt with such as physical health, marital problems, etc.

The respondents were sometimes reluctant to answer the questionnaires and there might have been the impact of social desirability while answering the questionnaire.

Also, the study was conducted on a limited group, a broadened study can fetch better understanding for future benefit. The age group selected might have conformed the study to the particular outcome. The study was also restricted to only MNCs. Other workplace environments could have resulted in different outcomes. The future scope of this study is very high as Dark Triad is still a new phenomenon which is still being explored. Including other additional variables will make the study more informative and empirical. In order to be able to conduct a more comprehensive research on the complicated topics such as Dark Triad, it would be wiser to increase the scope of the participants.

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## APPENDICES

### PWB

Please indicate how strongly you agree or disagree with each of the following statements by choosing the designated number next to the statement.

1.Strongly Disagree	2.Somewhat Disagree	3.Don't Know	4.Somewhat agree	5.Strongly Agree
------------------------	------------------------	--------------	---------------------	---------------------

1. I like most parts of my personality. \_\_\_\_\_
2. When I look at the story of my life, I am pleased with how things have turned out so far. \_\_\_\_\_
3. Some people wander aimlessly through life, but I am not one of them. \_\_\_\_\_
4. The demands of everyday life often get me down. \_\_\_\_\_
5. In many ways I feel disappointed about my achievements in life. \_\_\_\_\_
6. Maintaining close relationships has been difficult and frustrating for me. \_\_\_\_\_
7. I live life one day at a time and don't really think about the future. \_\_\_\_\_
8. In general, I feel I am in charge of the situation in which I live. \_\_\_\_\_
9. I am good at managing the responsibilities of daily life. \_\_\_\_\_
10. I sometimes feel as if I've done all there is to do in life. \_\_\_\_\_
11. For me, life has been a continuous process of learning, changing, and growth. \_\_\_\_\_
12. I think it is important to have new experiences that challenge how I think about myself and the world. \_\_\_\_\_
13. People would describe me as a giving person, willing to share my time with others. \_\_\_\_\_
14. I gave up trying to make big improvements or changes in my life a long time ago. \_\_\_\_\_
15. I tend to be influenced by people with strong opinions. \_\_\_\_\_
16. I have not experienced many warm and trusting relationships with others. \_\_\_\_\_
17. I have confidence in my own opinions, even if they are different from the way most other people think. \_\_\_\_\_
18. I judge myself by what I think is important, not by the values of what others think is important. \_\_\_\_\_

**SD-3**

**Please indicate how strongly you agree or disagree with each of the following statements by choosing the designated number next to the statement.**

1. Strongly Disagree	2. Disagree	3. Neither Agree nor Disagree	4. Agree	5. Strongly Agree
----------------------	-------------	-------------------------------	----------	-------------------

1. It's not wise to tell your secrets. \_\_\_\_
2. People see me as a natural leader. \_\_\_\_
3. I like to get revenge on authorities. \_\_\_\_
4. Generally speaking, people won't work hard unless they have to. \_\_\_\_
5. I hate being the center of attention. \_\_\_\_
6. I avoid dangerous situations. \_\_\_\_
7. Whatever it takes, you must get the important people on your side. \_\_\_\_
8. Many group activities tend to be dull without me. \_\_\_\_
9. Payback needs to be quick and nasty. \_\_\_\_
10. Avoid direct conflict with others because they may be useful in the future. \_\_\_\_
11. I know that I am special because everyone keeps telling me so. \_\_\_\_
12. People often say I'm out of control. \_\_\_\_
13. It's wise to keep track of information that you can use against people later. \_\_\_\_
14. I like to get acquainted with important people. \_\_\_\_
15. It's true that I can be mean to others. (or I enjoy having sex with people I hardly know.)
16. You should wait for the right time to get back at people. \_\_\_\_
17. I feel embarrassed if someone compliments me. \_\_\_\_
18. People who mess with me always regret it. \_\_\_\_
19. There are things you should hide from other people because they don't need to know. \_\_\_\_
20. I have been compared to famous people. \_\_\_\_
21. I have never gotten into trouble with the law. \_\_\_\_
22. Make sure your plans benefit you, not others. \_\_\_\_
23. I am an average person. \_\_\_\_
24. I like to pick on losers. \_\_\_\_
25. Most people can be manipulated. \_\_\_\_
26. I insist on getting the respect I deserve. \_\_\_\_
27. I'll say anything to get what I want. \_\_\_\_

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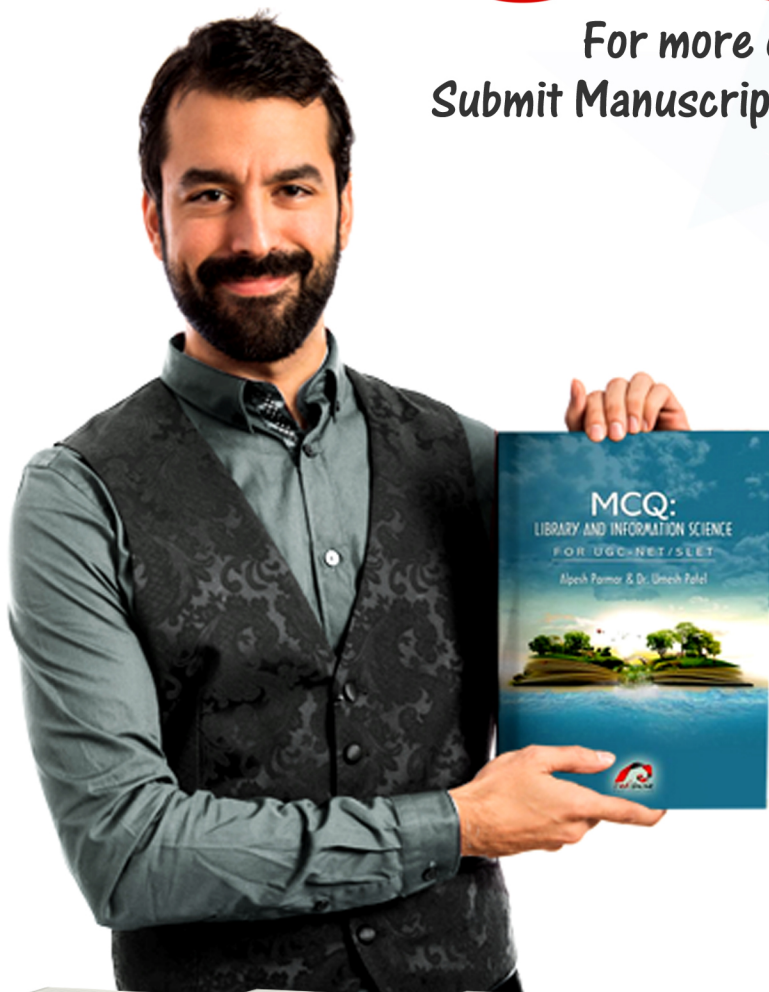
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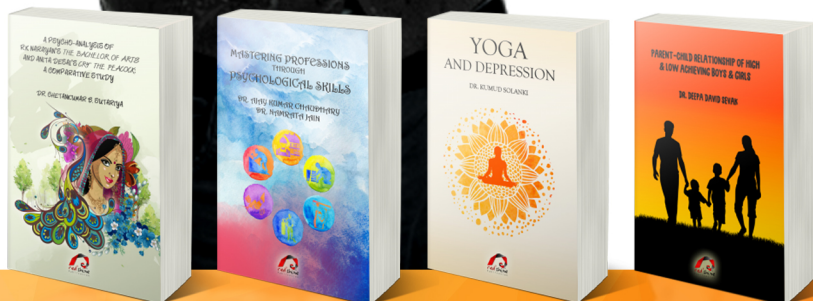


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